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!KHEIS MUNICIPALITY

DRAFT

SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN ("SDBIP")

2009/2010

1. Introduction

This document provides for the annual submission of the Service Delivery and Budget Implementation Plan (SDBIP) as required in terms of the Municipal Finance Management Act. It should be read in conjunction with the Municipality's Integrated Development Plan (IDP), Budget and Strategic Business Unit Business Plans for the financial year 2009/2010.

The SDBIP gives affect to the Integrated Development Plan (IDP) and budget of the municipality therefore the IDP and budget must be fully aligned with each other, as required by the MFMA. The SDBIP provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance.

The SDBIP serves as a "contract" between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring performance in service delivery against end-of-year targets and implementing the budget.

2. Legislative Framework in terms of MFMA

The Municipal Finance Management Act (MFMA) of 2003 is aimed to secure sound and sustainable management of the financial affairs of municipalities and to establish treasury norms and standards through continually promoting transparency, participation and accountability of municipalities.

The MFMA requires that municipalities prepare a Service Delivery and Budget Implementation Plan as a strategic financial management tool to ensure that budgetary decisions that are adopted by municipalities for the financial year are aligned with their Integrated Development Plan Strategy.

According to section 1 of the Act a service delivery and budget implementation plan means a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate-

- (a) Projections for each month of the year
 - (i) Revenue to be collected, by source; and
 - (ii) Operational and capital expenditure, by vote;
- (b) Service delivery targets and performance indicators for each quarter;
- (c) Any other matters that may be prescribed, and includes any revisions of such plan by the mayor in terms of section 54(1)(c);

In terms of Section 53(3) of the Municipal Finance Management Act (MFMA) No. 56 of 2003. The mayor must ensure-

- (a) that the revenue and expenditure projections for each month and the service delivery targets and performance indicators for each quarter, as set out in the service delivery and budget implementation plan, are made public no later than 14 days after the approval of the service delivery and budget implementation plan; and
- (b) that the performance agreements of the municipal manager, senior managers and any other categories of officials as may be prescribed, are made public no later than 14 days after the approval of the municipality's service delivery and budget implementation plan. Copies of such performance agreements must be submitted to the council and the MEC for local government in the province.

3. Budget breakdown in terms of the IDP

Key Performance Area	Departments	Projects	Operating Expenditure 2009/2010 '000	Capital Expenditure 2009/2010 '000	Revenue 2009/2010	Surplus / (Deficit) 2009/2010
Basic Service Delivery	Directorate Infrastructure and Services and Community Development and Social Services	Water Management Programme		2,700		
		Upgrading of Bulk Water supply Topline			2,700	
		Upgrading of canal from Boegoeberg dam until Matjies River				
		Provision of 200 low cost housing in all towns				
		Surveying and Registration of 800 new sites				
		Upgrading of access roads and internal streets in Wegdraai, Topline and Grootdrink		610	610	
		Maintenance of internal roads by Provincial Dept of Public Work				
		Building of new oxidation dams and network in Grootdrink		5,505	5,505	
		High Mass lighting for Boegoeberg, Groblershoop, Wegdraai, Topline, Grootdrink				

		and Gariep Build of new sportgrounds in Topline and Boegoeberg		1,400	1,400	
Municipal Institutional Development and Transformation	Directorate Corporate Services	Training and capacity building of councillors and officials	60		60	
Local Economic Development (LED)	Directorate Strategy Economic Development and Planning	Avail land for emerging farmers		1,050	1,050	
		Upgrading of infrastructure on farms				
		Training and capacity building of farmers and emerging farmers	310		310	
Municipal Financial Viability and Management						
Good Governance and Public Participation						
Total Budget						

4. The SDBIP Concept

The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community. It will facilitate the accountable role that managers hold to the Council and that Councillors hold to the community. It also fosters the management, implementation and monitoring of the budget, the performance of senior management and the achievement of the strategic objectives as laid out in the IDP.

Whilst the budget sets yearly service delivery and budget targets (revenue and expenditure per vote), it is imperative that in-year mechanisms are able to measure performance and progress on a continuous basis. Hence, the end-of-year targets must be based on quarterly and monthly targets, and the municipal manager must ensure that the budget is built around quarterly and monthly information. Being a start-of-year planning and target tool, the SDBIP gives meaning to both in-year reporting in terms of section 71 (monthly reporting), section 72 (mid-year report) and end-of-year annual reports.

5. Components of the SDBIP

- / Monthly projections of revenue to be collected for each source
- / Monthly projections of expenditure (operating and capital) and revenue for each vote
- / Quarterly projections of service delivery targets and performance indicators for each vote

a) Monthly projections of revenue to be collected for each source

The SDBIP information on revenue will be monitored and reported monthly by the Municipal Manager in terms of section 71 (1)(a) and (e) to ensure timeously remedial steps if necessary. Comprehensive financial policies will ensure realistic revenue projections by taking into account appropriate service and delivery levels, standards, ability to pay and collection efforts.

	July R(o)	August~ R(o)	September R(o)	October R(o)	November R(o)	December R(o)	January R(o)	February R(o)	March R(o)	April R(o)	May R(o)	June R(o)
Service charges – water etc												
Rates												
Interest earned – external investments												
Interest earned – outstanding debtors												
Other-												
Income from agency services												
Grants												
Transfer from reserves												
Total Revenue by source												

b) Monthly projections of expenditure (operating and capital) and revenue for each vote

	July			August			September			October			November			December		
	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000
Department: Office of the Municipal Manager																		
Vote: Council & Executive - Municipal Manager																		
Vote: Council & Executive - Internal Audit																		
Vote: Council & Executive - Communications																		
Vote: Council & Executive - Council																		
Vote: Planning & Development -IIDP / PMS																		
Vote: Planning & Development - LED																		
Department - :Finance																		
Vote: Finance & Administration - Finance																		
Department: Administration																		
Vote: Finance & Administration - It																		
Vote: Finance & Administration - Administration																		
Vote: Finance & Administration - Corporate services																		
Vote: Planning & Development- Led & Tourism																		
Vote: Planning & Development- Land Use Management																		
Vote: Community Services - Community Development																		
Vote: Health - Environmental Health																		
Vote: Public Safety - Disaster Management																		
Department -: Technical Services																		
Vote: Planning & Development-Project Management																		
Vote: Water Distribution																		
Total by Vote																		

	January			February			March			April			May			June		
	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000
Department: Office of the Municipal Manager																		
Vote: Council & Executive - Municipal Manager																		
Vote: Council & Executive - Internal Audit																		
Vote: Council & Executive - Communications																		
Vote: Council & Executive - Council																		
Vote: Planning & Development - IDP / PMS																		
Vote: Planning & Development - LED																		
Department - :Finance																		
Vote: Finance & Administration - Finance																		
Department: Administration																		
Vote: Finance & Administration - It																		
Vote: Finance & Administration - Administration																		
Vote: Finance & Administration - Corporate services																		
Vote: Planning & Development - Led & Tourism																		
Vote: Planning & Development- Land Use Management																		
Vote: Community Services - Community Development																		
Vote: Health - Environmental Health																		
Vote: Public Safety - Disaster Management																		
Department - : Technical Services																		
Vote: Planning & Development-Project Management																		
Vote: Water Distribution																		
Total by Vote																		

c) Quarterly Projections of Service Delivery Targets and Performance indicators for each vote

Department – Office of the Municipal Manager
Vote: Council & Executive

Vote / Indicator	Unit of measurement	Annual Target	Annual Expenditure	Annual Revenue	Month Ending July 2009		Month Ending August 2009		Month Ending September 2009		Month Ending October 2009	
					Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
To effectively support internal political interfaces	Scheduled Council meetings with full preparation	6			1 council meeting				1 council meeting			
	Special Council meetings	6			1 special council meeting				1 special council meeting			
	Council committee meetings	12			1 council committee meetings		1 council committee meetings		1 council committee meetings		1 council committee meetings	
To effectively support external political interfaces	Intergovernmental Relation Forum attended	4					Intergov Forum meeting					
	Percentage of Forum Decisions implemented	80%							Forum decision met			
	Council meets the people	16							4 Council meets the people			
To effectively support high level strategic and operational interfaces and activities.	Success of performance management for direct reports reviewed (quarterly review)	100%							PMS reports			
To ensure Performance Management and Reporting	Completion of 2008/09 Annual reports	1										
	Number of management Performance Reports submitted to council	6							Performance reports to Council			
Ensure the development of a credible Integrated Development Plan	Approval of an MSA compliant IDP by Council (Annual Review) – March	1										
	Percentage of Identified IDP Projects completed to business plan	100%										
Development of policies and by-laws	Number of identified policies to be completed (LED,											

Vote / Indicator	Unit of measurement	Annual Target	Annual Expenditure	Annual Revenue	Month Ending July 2009		Month Ending August 2009		Month Ending September 2009		Month Ending October 2009	
					Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
	Review standard by-laws and submit to council for adoption (Rates,											
Ensure effective customer care	Review and implement of customer care policy (Number of Customer complains satisfactory	100%			Report on customer care		Report on customer care		Report on customer care		Report on customer care	
Ensure effective financial management	Percentage attainment of Budgetary allocations	25%			Section 71 report		Section 71 report		Section 71 report		Section 71 report	
Ensure effective administrative management and internal controls	Establish targets for administration	100%			Targets set and Adopted		Monthly report		Monthly report		Monthly report	
	Monthly Departmental reports	36			3 x departmental reports		3 x departmental reports		3 x departmental reports		3 x departmental reports	
Ensure effective technical management	Monitoring of conditional grants according to business plans – monthly reports	100%			Monthly report		Monthly report		Monthly report		Monthly report	
	Monitoring of DBSA Loans against business plans	100%							Quarterly report			
	Percentage spending of Budget – O&M	100%			Monthly report		Monthly report		Monthly report		Monthly report	
	Eradication of Back Logs – SDBIP targets	100%			Monthly report		Monthly report		Monthly report		Monthly report	
	Reduction in downtime in Basic services Water (days p.a) Electricity (days p.a)	12 days							Quarterly Down time report			
Ensure effective Planning and Project management	Review and approval of LED Strategy	100%										
	Develop a Spatial Development Framework	100%										
	Review Water Services Development Plan	100%										
	Land use and Zoning	100%										
	Review Disaster Management Plan (linked to DM Plan)	100%										
Human Resource Development	Review & report on Equity Plan	2			Equity plan reviewed &						Equity report	
	Review & report Workplace Skills Plan	1										
	Review and approve Organogram	1			Organogram reviewed							

Vote / Indicator	Unit of measurement	Annual Target	Annual Expenditure	Annual Revenue	Month Ending July 2009		Month Ending August 2009		Month Ending September 2009		Month Ending October 2009	
					Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
	% implementation of Training plan	100%							Training plan completed			
Labour Relations	Local Labour Forum meetings	4			Meeting & report				Meeting & report			
	Disciplinary Cases Reported & Completed	100%			As required							
Health, Safety and Environment	Number of Health & Safety Com. meetings	4			Meeting				Meeting			
	Bi-Monthly H&S reports	6			Report				Report			
	Prepare H&S equipment schedule	4							H&S schedule			
	Safety Equipment issued according to schedule	4			As per schedule							
Public participation and good governance	Number of Ward Committees held (quarterly)	4			1 meeting per 4 wards							
	Number of IDP Rep meetings	3							IDP meeting			
	Number of Budget Consultation meetings	8										
	Other Public Consultation sessions	12									Public consultation	

Vote / Indicator	Unit of measurement	Annual Target	Annual Expenditure	Annual Revenue	Month Ending November 2009		Month Ending December 2009		Month Ending January 2010		Month Ending February 2010	
					Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
To effectively support internal political interfaces	Scheduled Council meetings with full preparation	6			1 council meeting				1 council meeting			
	Special Council meetings	6					1 special council meeting				1 special council meeting	
	Council committee meetings	12					4 council committee meetings					
To effectively support external political interfaces	Intergovernmental Relation Forum attended	4			Intergov Forum Meeting						Intergov Forum meeting	
	Percentage of Forum Decisions implemented	80%					80% Forum decisions met					
	Council meets the people	16					Council meets the people					
To effectively support high level strategic and operational interfaces and activities.	Success of performance management for direct reports reviewed (quarterly review)	100%					PMS report					
To ensure Performance Management and Reporting	Completion of 2008/09 Annual reports	1					Performance reports to Council		Annual report			
	Number of management Performance Reports submitted to council	6										
Ensure the development of a credible Integrated Development Plan	Approval of an MSA compliant IDP by Council (Annual Review) – March	1										
	Percentage of Identified IDP Projects completed to business plan	100%					Report on progress of IDP projects					
Development of policies and by-laws	Number of identified policies completed (LED						All policies reviewed completed					
	Review standard by-laws and submit to Council for adoption (Rates						All by laws reviewed and completed					
Ensure effective customer care	Review and implement customer care policy (Number of Customer complains satisfactory resolved)	100%					Policy reviewed & report					

Vote / Indicator	Unit of measurement	Annual Target	Annual Expenditure	Annual Revenue	Month Ending November 2009		Month Ending December 2009		Month Ending January 2010		Month Ending February 2010	
					Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
Ensure effective financial management	Percentage attainment of Budgetary allocations	25%			Section 71 report		Section 71 report		Section 71 report		Section 71 report	
Ensure effective administrative management and internal controls	Establish targets for the administration	100%			Monthly report		Monthly report		Monthly report		Monthly report	
	Monthly Departmental reports	36			3 x departmental reports		3 x departmental report		3 x departmental report		3 x departmental report	
Ensure effective technical management	Monitoring of conditional grants according to business plans – monthly reports	100%			Monthly report		Monthly report		Monthly report		Monthly report	
	Monitoring of DBSA Loans against business plans	100%			Monthly report		Monthly report		Monthly report		Monthly report	
	Percentage spending of Budget – O&M	100%			Monthly report		Monthly report		Monthly report		Monthly report	
	Eradication of Back Logs – SDBIP targets	100%			Monthly report		Monthly report		Monthly report		Monthly report	
	Reduction in downtime in Basic services Water (days p.a) Electricity (days p.a)	12days					Down time report					
Ensure effective Planning and Project management	Review and approval of LED Strategy	100%					LED strategy adopted					
	Align of DM Spatial Development Framework with local framework	100%					SDF aligned with DM					
	Water Services Development Plan	100%					Reviewed and adopted					
	Disaster Management Plan (linked to DM Plan)	100%					DMP linked to DM					
Human Resource Development	Review & report on Equity Plan	2							Equity report			
	Review & report Work Skills Plan	1					Work Skills Plan report					
	Review and approval Organogram	1										
	% implementation of training plan	100%										
Labour Relations	Local Labour Forum meetings	4			Meeting & report		Meeting & report		Meeting & report		Meeting & report	
	Disciplinary Cases Reported & Completed	100%										
Health, Safety and Environment	Number of Health & Safety Com. meetings	4					Meeting		Meeting		Meeting	

Vote / Indicator	Unit of measurement	Annual Target	Annual Expenditure	Annual Revenue	Month Ending November 2009		Month Ending December 2009		Month Ending January 2010		Month Ending February 2010	
					Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
	Bi-monthly H&S reports	6					Report		Report		Report	
	Prepare H&S equipment schedule	4										
	Safety Equipment issued according to schedule	4										
Public participation and good governance	Number of Ward Committees held (quarterly)	4					1 meeting per 4 wards					
	Number of IDP Rep meetings	3					IDP meeting				IDP meeting	
	Number of Budget Consultation meetings	8										
	Other Public Consultation sessions	12					Public consultation				Public consultation	

Vote / Indicator	Unit of measurement	Annual Target	Annual Expenditure	Annual Revenue	Month Ending March 2010		Month Ending April 2010		Month Ending May 2010		Month Ending June 2010	
					Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
To effectively support internal political interfaces	Scheduled Council meetings with full preparation	6			1 council meeting				1 council meeting			
	Special Council meetings	6					1 special council meeting				1 special council meeting	
	Council committee meetings	12			3 council committee meetings						3 council committee meetings	
To effectively support external political interfaces	Intergovernmental Relation Forum attended	4							Intergov Forum meeting			
	Percentage of Forum Decisions implemented	80%			80% Forum decisions met						80% Forum decisions met	
	Council meets the people	16			Council meets the people						Council meets the people	
To effectively support high level strategic and operational interfaces and activities.	Success of performance management for direct reports reviewed (quarterly review)	100%			PMS report						PMS report	
To ensure Performance Management and Reporting	Completion of 2008/09 Annual reports	1										
	Number of management Performance Reports submitted to council	6			Performance reports to Council						Performance report to Council	
Ensure the development of a credible Integrated Development Plan	Approval of an MSA compliant IDP by Council (Annual Review) – March	1			Reviewed IDP approved							
	Percentage of Identified IDP Projects completed to business plan	100%									All IDP projects completed	
Development of policies and by-laws	Number of identified policies completed (LED)											
	Number of identified By Laws completed (Rates)											
Ensure effective customer care	Review and implement customer care policy (Number of Customer complains satisfactory resolved)	100%			Customer Care report						Customer Care report	
Ensure effective financial management	Percentage attainment of Budgetary allocations	Not more than 25%			Section 71 report		Section 71 report		Section 71 report		Section 71 report	

Vote / Indicator	Unit of measurement	Annual Target	Annual Expenditure	Annual Revenue	Month Ending March 2010		Month Ending April 2010		Month Ending May 2010		Month Ending June 2010	
					Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
Ensure effective administrative management and internal controls	Establish targets set for the administration	100%			Monthly report		Monthly report		Monthly report		Monthly report	
	Monthly Departmental reports	36			3 x departmental reports		3 x departmental report		3 x departmental report		3 x departmental report	
Ensure effective technical management	Monitoring of conditional grants according to business plans – monthly reports	100%			Monthly report		Monthly report		Monthly report		Monthly report	
	Monitoring of DBSA Loans against business plans	100%			Monthly report		Monthly report		Monthly report		Monthly report	
	Percentage spending of Budget – O&M	100%			Monthly report		Monthly report		Monthly report		Monthly report	
	Eradication of Back Logs – SDBIP targets	100%			Monthly report		Monthly report		Monthly report		Monthly report	
	Reduction in downtime in Basic services Water (days p.a) Electricity (days p.a)	12 days			Down time report						Down time report	
Ensure effective Planning and Project management	Review and approval of LED Strategy	100%										
	Develop Spatial Development Framework	100%										
	Review Water Services Development Plan	100%										
	Land Use and Zoning	100%										
	Disaster Management Plan (linked to DM Plan)	100%										
Human Resource Development	Review & report on Equity Plan	2					Equity report					
	Review & report Work Skills Plan	1									Work Skills Plan report	
	Review and approval Organogram	1										
	% implementation of Training Plan	100%			Training Plan report						Training Plan report	
Labour Relations	Local Labour Forum meetings	4			Meeting & report				Meeting & report			
	Disciplinary Cases Reported & Completed	100%			Meeting		Meeting		Meeting		Meeting	
Health, Safety and Environment	Number of Health & Safety Com. meetings	4			Report				Report			
	Bi-Monthly H&S reports	6										
	Prepare H&S equipment schedule	4										

Vote / Indicator	Unit of measurement	Annual Target	Annual Expenditure	Annual Revenue	Month Ending March 2010		Month Ending April 2010		Month Ending May 2010		Month Ending June 2010	
					Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
	Safety Equipment issued according to schedule	4			1 meeting per 4 wards						1 meeting per 4 wards	
Public participation and good governance	Number of Ward Committees held (quarterly)	4										
	Number of IDP Rep meetings	3					3 x meetings on the					
	Number of Budget Consultation meetings	8					Public consultation				Public consultation	
	Other Public Consultation sessions	12										

Vote / indicator	Unit of measurement	Annual Target	Annual Expenditure	Annual Revenue	Month Ending July 2009		Month Ending August 2009		Month Ending September 2009		Month Ending October 2009	
					Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
Ensure accurate and timeously reporting and Planning	Monthly budget control. reconciliation of general ledger accounts and report accordingly	12			Monthly report		Monthly report		Monthly report		Monthly report	
	Submission of annual reports prescribed by the MFMA by February (each year)	1										
	MFMA quarterly reports to Council, National Treasury, Provincial Treasury	4									Quarterly report submitted	
	MFMA section 71 reports - monthly	12			Report submitted		Report submitted		Report submitted		Report submitted	
	Timeously submission of Mid-Year report to Council. National & Provincial Treasury as per MFMA requirement	1										
	SDBIP developed	1										
To develop a compliant budget and financial statements	Timeously preparation and submission of Annual Financial Statements to Auditor-General	1					AFS submitted to AG					
	Development of draft budget	1										
	Timeously approval of annual budget as per required timeframe of MFMA	1										
	Preparation and approval of Adjusted Budget	1										
Ensure effective capacity development and support in the financial unit	Approval of service level agreement and framework with specific time frames for financial management support and capacity building.											
	Performance reviews conducted with Financial Personnel / Interns	4							Performance report			
Establish and maintain financial systems and policies	Implement effective system of revenue collection and safe keeping of data as per MFMA requirement	12			Monthly report		Monthly report		Monthly report		Monthly report	
	Ensure 100% collection and receipt of grant funding as per DoRA allocations	12			Monthly report		Monthly report		Monthly report		Monthly report	

Vote / indicator	Unit of measurement	Annual Target	Annual Expenditure	Annual Revenue	Month Ending July 2009		Month Ending August 2009		Month Ending September 2009		Month Ending October 2009	
					Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
	Annual review and implementation of approved credit control & debt collection policy	1			Review policy							
	Develop and implement a Property Rates policy	1										
	Preparation and implement a valuation role	1										
	Undertake a land use audit	1										
	Annual review and development of other applicable revenue policies required per MFMA	100%							All revenue policies reviewed			
	Ensure recovery of consumer and sundry debt exceeding 90 days	50%			Debts recovered		Debts recovered		Debts recovered		Debts recovered	
	Implement an effective system of expenditure control in compliance with MFMA requirements	1			System developed and implemented							
	Ensure implementation of the supply chain management regulations and approved policy	1			Policy and regulations for SCM							
	Apply an effective cash flow and investment management as per approved policy requirements	1			Investment policy approved							
	Establish an effective store and inventory system											
	Ensure 100% maintenance and security in respect of general ledger accounting system	100%			Monthly report		Monthly report		Monthly report		Monthly report	
	Annual review and development of applicable expenditure policies required per MFMA	1							All expenditure policies reviewed			
	Implement an effective system of asset and risk management in compliance with MFMA	1			Asset and risk management systems							

Vote / indicator	Unit of measurement	Annual Target	Annual Expenditure	Annual Revenue	Month Ending November 2009		Month Ending December 2009		Month Ending January 2010		Month Ending February 2010	
					Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
Ensure accurate and timeously reporting and Planning	Monthly budget control. reconciliation of general ledger accounts and report accordingly	12			Monthly report		Monthly report		Monthly report		Monthly report	
	Submission of annual reports prescribed by the MFMA by February (each year)	1									Annual report	
	MFMA quarterly reports to Council, National Treasury, Provincial Treasury	4							Quarterly report submitted			
	MFMA section 71 reports – monthly	12			Report submitted		Report submitted		Report submitted		Report submitted	
	Timeously submission of Mid-Year report to Council. National & Provincial Treasury as per MFMA requirement	1							Mid year report submitted			
	SDBIP developed	1									SDBIP developed	
To develop a compliant budget and financial statements	Timeously preparation and submission of Annual Financial Statements to Auditor-General in newly accepted GRAP format	1										
	Development of draft budget	1										
	Timeously approval of annual budget as per required timeframe of MFMA	1										
	Preparation and approval of Adjusted Budget	1							Budget adjustments approved			
Ensure effective capacity development and support in the financial unit	Approval of service level agreement and framework with specific time frames for financial management support and capacity building.											
	Performance reviews conducted with Financial Personnel/Interns	4					Performance report					
Establish and maintain financial systems and policies	Implement effective system of revenue collection and safe keeping of data as per MFMA requirement	12			Monthly report		Monthly report		Monthly report		Monthly report	
	Ensure 100% collection and receipt of grant funding as per DoRA allocations	12			Monthly report		Monthly report		Monthly report		Monthly report	
	Annual review and implementation of approved credit control & debt collection policy	1										

Vote / indicator	Unit of measurement	Annual Target	Annual Expenditure	Annual Revenue	Month Ending November 2009		Month Ending December 2009		Month Ending January 2010		Month Ending February 2010	
					Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
	Develop and implement a Property Rates policy	1										
	Preparation and implement a valuation role	1										
	Undertake a land use audit	1										
	Annual review and development of other applicable revenue policies required per MFMA	100%										
	Ensure recovery of consumer and sundry debt exceeding 90 days	50%			Debts recovered		Debts recovered		Debts recovered		Debts recovered	
	Implement an effective system of expenditure control in compliance with MFMA requirements	1										
	Ensure implementation of the supply chain management regulations and approved policy	1										
	Apply an effective cash flow and investment management as per approved policy requirements	1										
	Establish an effective store and inventory system	1										
	Ensure 100% maintenance and security in respect of general ledger accounting system	100%			Monthly report		Monthly report		Monthly report		Monthly report	
	Annual review and development of applicable expenditure policies required per MFMA	1										
	Implement an effective system of asset and risk management in compliance with MFMA	1										

Vote / indicator	Unit of measurement	Annual Target	Annual Expenditure	Annual Revenue	Month Ending March 2010		Month Ending April 2010		Month Ending May 2010		Month Ending June 2010	
					Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
Ensure accurate and timeously reporting and Planning	Monthly budget control. reconciliation of general ledger accounts and report accordingly	12			Monthly report		Monthly report		Monthly report		Monthly report	
	Submission of annual reports prescribed by the MFMA by February (each year)	1										
	MFMA quarterly reports to Council, National Treasury, Provincial Treasury	4					Quarterly report submitted				Quarterly report submitted	
	MFMA section 71 reports - monthly	12			Report submitted		Report submitted		Report submitted		Report submitted	
	Timeously submission of Mid-Year report to Council. National & Provincial Treasury as per MFMA requirement	1										
	SDBIP developed	1										
To develop a compliant budget and financial statements	Timeously preparation and submission of Annual Financial Statements to Auditor-General in newly accepted GRAP format	1										
	Development of draft budget	1			Draft budget developed							
	Timeously approval of annual budget as per required timeframe of MFMA	1							Annual Budget approved			
	Preparation and approval of Adjusted Budget	1										
Ensure effective capacity development and support in the financial unit	Approval of service level agreement and framework with specific time frames for financial management support and capacity building.											
	Performance reviews conducted with Financial Personnel	4			Performance report						Performance report	
Establish and maintain financial systems and policies	Implement effective system of revenue collection and safe keeping of data as per MFMA requirement	12			Monthly report		Monthly report		Monthly report		Monthly report	
	Ensure 100% collection and receipt of grant funding as per DoRA allocations	12			Monthly report		Monthly report		Monthly report		Monthly report	
	Annual review and implementation of approved credit control & debt collection policy	1										

Vote / indicator	Unit of measurement	Annual Target	Annual Expenditure	Annual Revenue	Month Ending March 2010		Month Ending April 2010		Month Ending May 2010		Month Ending June 2010	
					Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
	Develop and implement a Property Rates policy	1										
	Preparation and implement a valuation role	1										
	Undertake a land use audit	1										
	Annual review and development of other applicable revenue policies required per MFMA	100%										
	Ensure recovery of consumer and sundry debt exceeding 90 days	50%			Debts recovered		Debts recovered		Debts recovered		Debts recovered	
	Implement an effective system of expenditure control in compliance with MFMA requirements	1										
	Ensure implementation of the supply chain management regulations and approved policy	1										
	Apply an effective cash flow and investment management as per approved policy requirements	1										
	Establish an effective store and inventory system	1										
	Ensure 100% maintenance and security in respect of general ledger accounting system	100%			Monthly report		Monthly report		Monthly report		Monthly report	
	Annual review and development of applicable expenditure policies required per MFMA	1										
	Implement an effective system of asset and risk management in compliance with MFMA	1										

Department: Technical Service.
Vote: Planning & Development

Vote / Indicator	Unit of measurement	Annual Target	Annual Expenditure	Annual Revenue	Month Ending July 2009		Month Ending August 2009		Month Ending September 2009		Month Ending October 2009	
					Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
Eradicate backlogs in infrastructure	Development of Sport and Recreation facilities	2										
	Number of town establishment completed project	800 sites										
Provision of bulk and land services	Construction of a new sewer plant	2										
Provision of sustainable basic services	Supply and installation of high mass lighting	15										
Maintenance of public facilities	Maintenance of water and networks	240			20		20		20		20	
	Maintenance and upgrade of water and networks	2										
	Maintenance and Upgrade of electricity networks											
	Maintenance of water purification plants	240			20		20		20		20	
	Maintenance and upgrade of sewerage systems	6									2	
	Maintenance of recreation and sports facilities	6					1				1	
	Maintenance of council buildings and gardens/parks	1										
	Maintenance and development land fill sites											
	Maintenance and development of cemeteries	10			5							
	Library services	12			1				1		1	
	Maintenance of commonage lands											
	Refuse removal and cleaning	24			2				2		2	
	Compile long term Infrastructure Operation and Maintenance Plan											
Planning and strategies	Water Services authority capacity Development Program	1										
Housing delivery and land development	Provide houses	200										
Transport management	Maintenance of municipal roads	15 km										
	Upgrade of excess roads	3										

Vote / Indicator	Unit of measurement	Annual Target	Annual Expenditure	Annual Revenue	Month Ending November 2009		Month Ending December 2009		Month Ending January 2010		Month Ending February 2010	
					Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
Eradicate backlogs in infrastructure	Development of Sport and Recreation facilities	2										
	Number of town establishment completed project	800 sites										
Provision of bulk and land services	Construction of a new sewer plant	2										
Provision of sustainable basic services	Supply and installation of high mass lighting	15										
Maintenance of public facilities	Maintenance of water and networks	240			20		20		20		20	
	Maintenance and upgrade of water and networks	2										
	Maintenance and Upgrade of electricity networks											
	Maintenance of water purification plants	240			20		20		20		20	
	Maintenance and upgrade of sewerage systems	6									2	
	Maintenance of recreation and sports facilities	6					1				1	
	Maintenance of council buildings and gardens/parks	1										
	Maintenance and development land fill sites											
	Maintenance and development of cemeteries	10			5							
	Library services	12			1				1		1	
	Maintenance of commonage lands											
	Refuse removal and cleaning	24			2				2		2	
	Compile long term Infrastructure Operation and Maintenance Plan											
Planning and strategies	Water Services authority capacity Development Program	1										
Housing delivery and land development	Provide houses	200										

Vote / Indicator	Unit of measurement	Annual Target	Annual Expenditure	Annual Revenue	Month Ending November 2009		Month Ending December 2009		Month Ending January 2010		Month Ending February 2010	
					Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
Transport Management	Maintenance of municipal roads	15 km										
	Upgrade of excess roads	3										

Vote / Indicator	Unit of measurement	Annual Target	Annual Expenditure	Annual Revenue	Month Ending March 2010		Month Ending April 2010		Month Ending May 2010		Month Ending June 2010	
					Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
Eradicate backlogs in infrastructure	Development of Sport and Recreation facilities	2										
	Number of town establishment completed project	800 sites										
Provision of bulk and land services	Construction of a new sewer plant	2										
Provision of sustainable basic services	Supply and installation of high mass lighting	15										
Maintenance of public facilities	Maintenance of water and networks	240			20		20		20		20	
	Maintenance and upgrade of water and networks	2										
	Maintenance and Upgrade of electricity networks											
	Maintenance of water purification plants	240			20		20		20		20	
	Maintenance and upgrade of sewerage systems	6									2	
	Maintenance of recreation and sports facilities	6					1				1	
	Maintenance of council buildings and gardens/parks	1										
	Maintenance and development land fill sites											
	Maintenance and development of cemeteries	10			5							
	Library services	12			1				1		1	
	Maintenance of commonage lands											
	Refuse removal and cleaning	24			2				2		2	

Vote / Indicator	Unit of measurement	Annual Target	Annual Expenditure	Annual Revenue	Month Ending March 2010		Month Ending April 2010		Month Ending May 2010		Month Ending June 2010	
					Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
	Compile long term Infrastructure Operation and Maintenance Plan											
Planning and strategies	Water Services authority capacity Development Program	1										
Housing delivery and land development	Provide houses	200										
Transport management	Maintenance of municipal roads	15 km										
	Upgrade of excess roads	3										

Directorate – Corporate, Community Services and Development

Vote / Indicator	Unit of measurement	Annual Target	Annual Expenditure	Annual Revenue	Month Ending July 2009		Month Ending August 2009		Month Ending September 2009		Month Ending October 2009	
					Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
Performance Management Systems	Develop and Implement PMS											
	Monitoring and Reporting on PMS											
Human Resource Management	Workplace Skills Plan											
	Implementation of WSP											
	Review Organogram											
	Equity Plan and Report											
	Learnership Programme											

Vote / Indicator	Unit of measurement	Annual Target	Annual Expenditure	Annual Revenue	Month Ending July 2009		Month Ending August 2009		Month Ending September 2009		Month Ending October 2009	
					Proj	Actual	Proj	Actual	Proj	Actual	Proj	Actual
Labour Relations	Dispute Resolutions											
	Local Labour Forum											
Administrative Policies and Targets	Job Descriptions											
	Policies											
	Implementation of Policies											
	Admin Manual for all Policies											
	Advertisements of all Vacancies and Notices											
Internal Political Support	Secretariat for Council											
	Schedule for Council Meetings											
	Schedule Committee Meetings											
	CDW's											
Governance and Public Participation	Secretariat for all Public Meetings											
	Organising of all Public Meetings											
Legal Commitments and Contracts	Establish all Contracts											
	Monitor all Contracts											
	Compilation and Develop of By Laws											
Archival Systems	Maintenance of Archival Systems											
	Develop an Electronic mechanism for Distributing Incoming and Outgoing Mail											
Library Services	Maintain Library Services											

6. Performance Plans for Senior Managers

PERFORMANCE MANAGEMENT SYSTEM								
PERFORMANCE PLAN for 2009/2010 - MANAGER: TECHNICAL SERVICES								
APPENDIX A: KEY PERFORMANCE AREAS (KPA's.) and KEY PERFORMANCE INDICATORS (KPI') = 80%								
Purpose--: The performance plan defines Council's expectations of the Manager: Technical Services performance agreement to which this document is attached and Section 57(5) of the Municipal Systems Act, which provides the performance objectives and targets must be based on performance indicators (KPI's) as set in the Municipality's Integrated Development Plan as reviewed annually								
Key' responsibilities: Manage the reduction of backlogs in basic infrastructure in the municipality. Provide sustainable basic services to the community Manage the maintenance of the infrastructure in the municipality Manage the roads agency function Support the promotion of municipal transformation and organisational development. . Support the promotion of good governance and public participation.								

Key Performance Area	Weight		Key' Performance Indicator	Weight 100	Baseline Information	Time Frame	Target		Progress on Date of Review
							Quality	Quality	
Infrastructure Development and Service delivery	70	1	Provide households with potable water.	10					
		2	Provide sanitation to households.	10					
		3	Supply electricity to households.	10					
		4	Percentage of identified water reticulation projects completed.	5					
		5	Percentage of identified electricity reticulation project completed.	5					
		6	Percentage of identified community facility projects completed	5					
		7	Provide project management support to Housing units	5					
		8	Town planning projects completed.	5					
		9	Provide identified maintenance of municipal infrastructure	5					
		10	Compliance to the conditions as set out in the approved Roads Agency	10					
Municipal Transformation and Organisational Development	10	11	Implementation of the municipality's Performance Management System (PMS). Agreement aligned to the Integrated Development Plan (IDP). Of the Department: Technical Services	5					
		12	Percentage implementation of the approved organisational structure aligned to the IDP of the municipality	3					
		13	Percentage implementation of the municipality's Customer Care policy applicable to the Department of Technical Services:	2					

Key Performance Area	Weight		Key' Performance Indicator	Weight 100	Baseline Information	Time Frame	Target		Progress on Date of Review
							Quality	Quality	
Good Governance and Public Participation	10	14	Compliance to set procedures in ensuring adherence legislation for community participation in terms of planning, budgeting, implementation, monitoring and reporting.						
		15	Maintain relationships with organised business, through transparent, professional and accountable actions						
			Percentage compliance to the anti-corruption policy' for the municipality in terms of the national strategy	5					
Municipal financial viability and management	10		Compliance to the financial management policies and by-laws of the municipality.	10					
	100			100					

HOD: Technical Services								
No.	Core Competency Requirements (CCR's)	Weight	Quarterly Scores				Final	Comments
			1st	2nd	3 rd	4th	Score	
1.	Core Managerial Competencies (CMC's)							
1.1	Client Orientation and Customer Focus. (compulsory)							
1.2	Financial Management. (compulsory)							
1.3	People Management and Empowerment. (compulsory)							
1.4	Change Management.							
1.5	Communication.							
1.6	Honesty and Integrity.							
1.7	Knowledge Management.							
1.8	Problem Solving and Analysis.							
1.9	Programme and Project Management.							
1.10	Service Delivery Innovation.							
1.11	Strategic Capability and Leadership.							
2.	Core Occupational Competencies (COC's)							
2.2	Competence in policy conceptualisation, analysis and implementation.							
2.3	Competence in Self Management.							
2.4	Competence required by other national line sector departments.							
2.5	Exceptional and dynamic creativity to improve the municipality.							
2.6	Interpretation of legislative and policy frameworks.							
2.7	Knowledge of developmental local government.							
2.8	Knowledge of global and S.A. political, social and economic context.							
2.9	Knowledge of functional municipal fields/disciplines.							
2.10	Knowledge of Performance Management and Reporting.							
2.11	Skills in Mediation.							
2.12	Skills in Governance							
Total:		100%						

PERFORMANCE MANAGEMENT SYSTEM (PMS)	
APPENDIX A	PERFORMANCE PLAN for 2008/09 – MANAGER ADMINISTRATION
Purpose--: The performance plan defines Council's expectations of the Manager: Technical Services performance agreement to which this document is attached and Section 57(5) of the Municipal Systems Act, which provides the performance objectives and targets must be based on performance indicators (KPI's) as set in the Municipality's Integrated Development Plan as reviewed annually	
Key responsibilities: Manage the human resources and institutional transformation of the municipality Manage and promote local economic development in the municipality Manage and promote social development in the municipality Promote a safe and healthy environment Encourage and promote democratic governance and public participation in the municipality.	

Key Performance Area	Weight	Key Performance Indicators	Weight	Baseline Information	Time Frame	Target	
						Quality	Quality'
Municipal Transformation and Organisational Development		1. Ensure that all approved IT/ MIS projects are implemented and maintained	6				
		2. Implement and improve the Performance Management System (PMS). aligned to the Integrated Development Plan (IDP) of the municipality	6				
		3. Amend and operationalise an organisational structure aligned to the Integrated Development Plan (IDP) of the municipality.	6				
		4 Amend and implement effective administrative and institutional systems, structures and procedures: (HR, Financial Policies. By-laws)					
		5 Revise and operationalise integrated human resource management systems	6				
		6. Implement the approved Customer Services Systems In Department: Administration	6				
Local Economic Development (LED)	2	7. Ensure Implementation of the approved LED and Tourism Master Plan.	8				
		8. Ensure the performance of a detailed analysis of local economic development in the municipality (LED)	8				
		9. Ensure the implementation of approved projects informed by credible business plans within the parameters of the LED Strategy and programme					
		10. Ensure the provision of institutional capacity to implement approved LED programmes and to create a conducive environment for shared growth in the municipality	8				
Democratic Governance and Public participation		11. Ensure the promotion, support and implementation of approved social development programmes	3				

Key Performance Area	Weight	Key Performance Indicators	Weight	Baseline Information	Time Frame	Target	
						Quality	Quality'
		12. Ensure the implementation of the approved Disaster Management Plan In compliance with the Disaster Management Act.	3				
		13. Ensure the implementation of land-use policies and legislation.	3				
		14. Ensure the promotion, support and implementation of approved Environmental	3				
		15. Ensure the provision of administrative support services to all committees of Couoc1 (Mayoral Committee, Portfolio Committees etc)	3				
		16. Ensure capacity' building of community-based organisations to enhance effective community participation	3				
		17. Support the building of relationships with organised business, labour civil society through transparent and accountable actions	3				
		18. Implement and monitor the approved anti corruption strategy for the municipality in Department: Administration in terms of the National Strategy	3				
		19. Promote and monitor the Implementation of the approved communication strategy in Department: Administration to promote transparency, public accountability, access to information and administrative justice and responsiveness	3				
Municipal Financial viability and management	5	20. Support and promote the achievement of an unqualified audit report.	5				
	100		100				

IKHEIS MUNICIPALITY			
PERFORMANCE MANAGEMENT-SYSTEM (PMS)			
APPENDIX B:	CORE COMPETENCY REQUIREMENTS (CCR's) = 20%		PERIOD: 01
	JULY 2009 to 30 JUNE 2010		

HOD: Administration -							
No.	Core Competencies (CMC's)	Weight	Quarterly Scores				Comments
			1 st	2 nd	3 rd	4 th	
1.	Core Managerial Competencies						
1.1	Client Orientation and Customer Focus. (compulsory)						
1.2	Financial Management. (compulsory)						
1.3	People Management and Empowerment . (compulsory)						
1.4	Change Management.						
1.5	Communication.						
1.6	Honesty and Integrity.						
1.7	Knowledge Management.						
1.8	Problem Solving and Analysis.						
1.9	Programme and Project Management.						
1.10	Service Delivery Innovation.						
1.11	Strategic Capability and Leadership.						
2.	Core Occupational Competencies						
2.2	Competence in policy conceptualisation, analysis and implementation.						
2.3	Competence in Self Management.						
2.4	Competence required by other national line sector departments						
2.5	Exceptional and dynamic creativity to improve the municipality						
2.6	Interpretation of legislative and policy frameworks.						
2.7	Knowledge of developmental local government.						
2.8	Knowledge of global and S.A. political, social and economic context.						
2.9	Knowledge of functional municipal fields/disciplines.						
2.10	Knowledge of Performance Management and Reporting.						
2.11	Skills in Mediation.						
2.12	Skills in Governance						
Total:		100%					

PERFORMANCE MANAGEMENT SYSTEM								
PERFORMANCE PLAN • MANAGER: FINANCE								
APPENDIX A: KEY PERFORMANCE AREAS (KPA's) and KEY PERFORMANCE INDICATORS (KPI's).								
Purpose--: The performance plan defines Council's expectations of the Chief Finance Officer performance agreement to which this document is attached and Section 57(5) of the Municipal Systems Act, which provides the performance objectives and targets must be based on performance indicators (KPI's) as set in the Municipality's Integrated Development Plan as reviewed annually								
Key responsibilities 1. Manage the budget reform implementation process 2. Manage the financial reporting process in terms of the MFMA 3. Manage expenditure and supply chain management 4. Manage revenue and debt collection 5. Manage asset and risk management 6. Manage institutional transformation and organisational development in the department of finance 7. Promote good governance and public participation in financial matters for the municipality								

Key- Performance Area	Weight	Key Performance Indicators	Weight	Baseline information	Time Frame	Targets		Progress on Date or Review
						Quality	Quantity	
1 Budget Reforms Implementation Process		1. Ensure implementation of budget reforms prescribed in the MFMA as per categorisation of the municipality.	13					
		2. Ensure timeously reporting in the prescribed format to Council, National and Provincial Treasury, Auditor General, DPLG, Department Housing and Local Government and other stakeholders. on prescribed dates						
2. Reporting Process in terms of the MFMA		3. Ensure the drafting and submission of a mid year report to Council	9					
		4. Ensure the timeously compilation of the Annual Financial Statements in the prescribed format.	9					
3. Expenditure and Supply Chain Management	10	5. Ensure the implementation and management of the expenditure and supply chain management system.	10					
4 Revenue and debt collection.	10	6. Ensure the collection and receipt in terms of all grant funding promulgated per DORA allocation.	10					
5 Asset and Risk Management.	7	7. Ensure the implementation of effective asset and risk management	7					
6. Municipal Transformation Organisational Development	8	8. Implement the approved Performance management System (PMS) in the Finance Department, aligned to the IDP of the Municipality						
		9. Operationalise the approved organisational structure of the Finance Department, aligned to the Integrated Development Plan (IDP) of the Municipality						
		10. Implement the approved administrative and institutional systems, structures and procedures in the Finance department (Financial Policies, by-laws and communication systems)						
		11. Implement Financial Customer Services system						
		12. Ensure the Implementation of the approved Process Plan for community participation in terms of planning, budgeting, implementation, monitoring and reporting.						
7 Good Governance and public Participation.	12	13. Implement the approved financial anti-corruption strategy for the municipality in terms of the national strategy						

Key- Performance Area	Weight	Key Performance Indicators		Weight	Baseline information	Time Frame	Targets		Progress on Dale or Review
							Quality	Quantity	
		14. Achieve and maintain unqualified financial audit reports					4		
	100			100					

PERFORMANCE MANAGEMENT SYSTEM (PMS)							
APPENDIX B:		CORE COMPETENCY REQUIREMENTS (CCR's) = 20%				PERIOD: 01 JULY 2009 to 30 JUNE 2010	

HOD: Finance (CFO)								
No.	Core Competencies (CMC's)	Weight	Quarterly Scores				Final Score	Comments
			1st	2nd	3rd	4th		
I.	Core Managerial Competencies							
\1	Client Orientation and Customer Focus. (compulsory)							
\2	Financial Management. (compulsory)							
\3	People Management and Empowerment. (compulsory)							
\4	Change Management.							
\5	Communication.							
\6	Honesty and Integrity.							
\7	Knowledge Management.							
\8	Problem Solving and Analysis.							
\9	Programme and Project Management.							
\10	Service Delivery Innovation.							
\11	Strategic Capability and Leadership.							
2.	Core Occupational Competencies							
22	Competence in policy conceptualisation, analysis and implementation.							
23	Competence in Self Management.							
24	Competence required by other national line sector departments.							
25	Exceptional and dynamic creativity to improve the municipality.							
26	Interpretation of legislative and policy frameworks.							
2.7	Knowledge of developmental local government.							
2.8	Knowledge of global and SA political, social and economic context.							
29	Knowledge of functional municipal fields/disciplines.							
2.10	Knowledge of Performance Management and Reporting.							
2.11	Skills in Mediation.							
2.12	Skills in Governance							
Total:		100%						

PERFORMANCE MANAGEMENT SYSTEM

PERFORMANCE PLAN • MUNICIPAL MANAGER

APPENDIX A:

KEY PERFORMANCE AREAS (KPA's) and KEY PERFORMANCE INDICATORS (KPI's).

Purpose:- The performance plan defines Council's expectations of the Municipal Manger performance agreement to which this document is attached and Section 57(5) of the Municipal Systems Act, which provides the performance objectives and targets must be based on performance indicators (KPI's) as set in the Municipality's Integrated Development Plan as reviewed annually

Key responsibilities

1. 1 Provide democratic and accountable government to local communities
2. Ensure the provision of services to communities in a sustainable manner
3. Promote social and economic development
4. Promote a safe and healthy environment
5. Encourage the involvement of communities and community organisations in matters of local government

Key Performance Area	Weight	Key Performance Indicators	Weight	Baseline information	Time Frame	Targets		Progress on Dale or Review
						Quality	Quantity	
1 Municipal transformation and Organisational Development	1.	Implement and improve a Performance Management System aligned to the IDP of the municipality"	13					
	2.	Amend and operationalise an organisational structure aligned to the IDP of the municipality						
	3.	Amend and implement effective administrative and institutional systems, structures and procedures (HR, Financial policies, By Laws and communication)	9					
	4.	Manage the interface between the Mayoral Committee and Council, aligned to the administration and political priorities of Council	9					
	5.	Introduce and operationalise integrated human resource management systems						
	6.	Implement Customer Service Systems						
2. Infrastructure Development and Service Delivery	10	Implement an infrastructure development and investment model						
		Provide basic municipal services within the municipality						
		Facilitate sustainable human settlement development in line with the IDP						
		Undertake a detailed analysis of economic development in the municipality						
		Incorporate the comparative and competitive advantages of the municipality into a credible LED strategy and programme						
3. Local Economic Development	10	Ensure the economic development analysis, land use policies and spatial representation of the local economic development vision are included in the Spatial Development Framework						
		Provide institutional capacity to implement the LED programmes and to create a conducive environment for shared growth in the municipality						
		Implement sound financial practices in terms of the MFMA priorities and timeframes						
		Ensure the development of financial management policies and by-laws (supply chain management, credit control, tariff and investment policies)						
4. Municipal Financial Viability and management	7	Introduce and operationalise integrated financial management systems						
		Ensure the achievement of set financial viability targets						

Key Performance Area	Weight	Key Performance Indicators	Weight	Baseline information	Time Frame	Targets		Progress on Date or Review
						Quality	Quantity	
		Implement and comply with financial legislation including the Property Rates Act and Division of Revenue Act						
		Set procedures to ensure adherence to legislation for community participation in terms of planning, budgeting, implementation monitoring and reporting						
		Ensure regular communications with communities on achievement to targets of the municipality						
		Build capacity of community-based organisations to effect participation						
		Build relationships with organised business, labour and civil society through transparent and accountable actions						
		Develop and implement anti-corruption strategies for the municipality in terms of the national strategy						
5. Good Governance and Public Participation	8	Ensure the effective functioning of the financial and performance audit committee						
		Introduce and maintain mechanisms to ensure disclosure of financial interest						
		Develop and implement an effective communication strategy to promote transparency, public accountability, access to information and administrative justice and responsiveness						
		Achieve and maintain unqualified audit reports						
		Ensure community satisfaction surveys are conducted						
Total	100							

PERFORMANCE MANAGEMENT SYSTEM (PMS)		
APPENDIX B:	CORE COMPETENCY REQUIREMENTS (CCR's) = 20%	PERIOD: 01 JULY 2009 to 30 JUNE 2010

Municipal Manager:								
No.	Core Competencies (CMC's)	Weight	Quarterly Scores				Final Score	Comments
			1st	2nd	3rd	4th		
1.	Core Managerial Competencies							
1.1	Client Orientation and Customer Focus. (compulsory)							
1.2	Financial Management. (compulsory)							
1.3	People Management and Empowerment. (compulsory)							
1.4	Change Management.							
1.5	Communication.							
1.6	Honesty and Integrity.							
1.7	Knowledge Management.							
1.8	Problem Solving and Analysis.							
1.9	Programme and Project Management.							
1.10	Service Delivery Innovation.							
1.II	Strategic Capability and Leadership.							
2.	Core Occupational Competencies							
2.2	Competence in policy conceptualisation, analysis and implementation.							
2.3	Competence in Self Management.							
2.4	Competence required by other national line sector departments							
2.5	Exceptional and dynamic creativity to improve the municipality.							
2.6	Interpretation of legislative and policy frameworks.							
2.7	Knowledge of developmental local government.							
2.8	Knowledge of global and S.A. political, social and economic context.							
2.9	Knowledge of functional municipal fields/disciplines.							
2.10	Knowledge of Performance Management and Reporting.							
2.11	Skills in Mediation.							
2.12	Skills in Governance							
Total:		100%						